

FIG.1

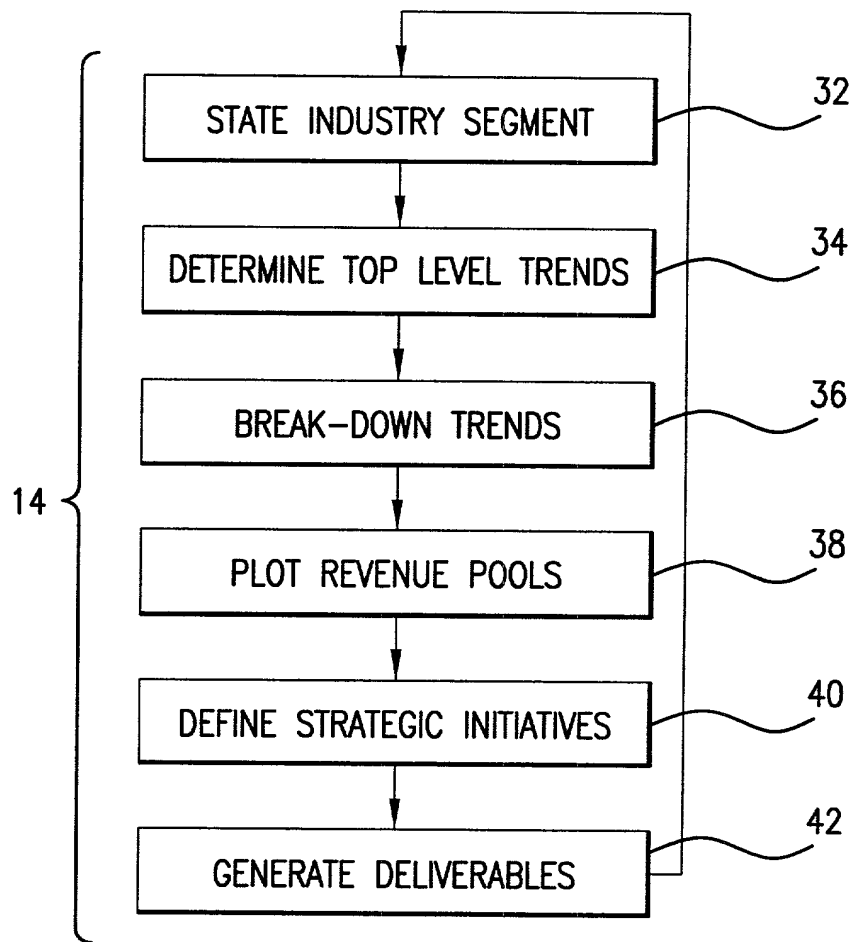


FIG.2

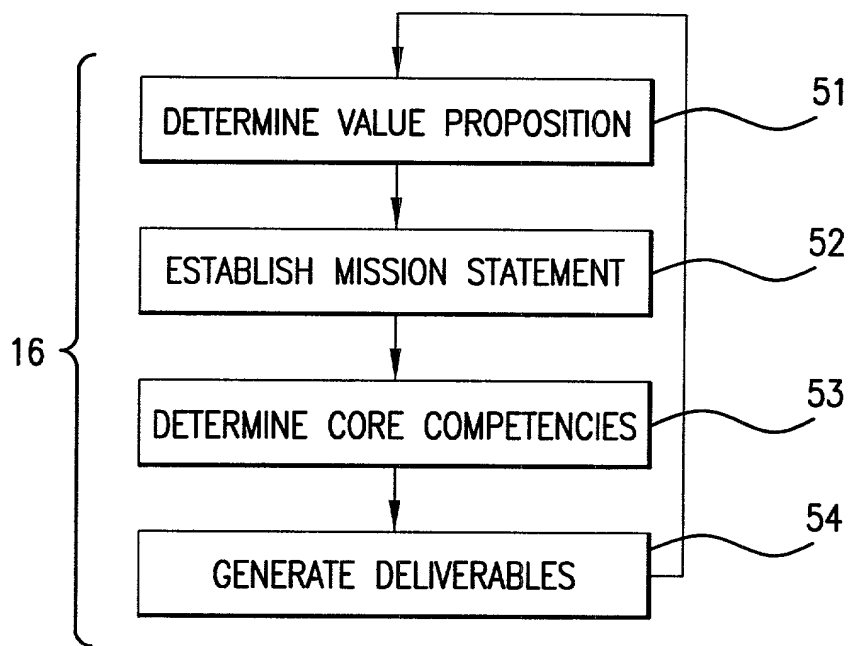


FIG.3

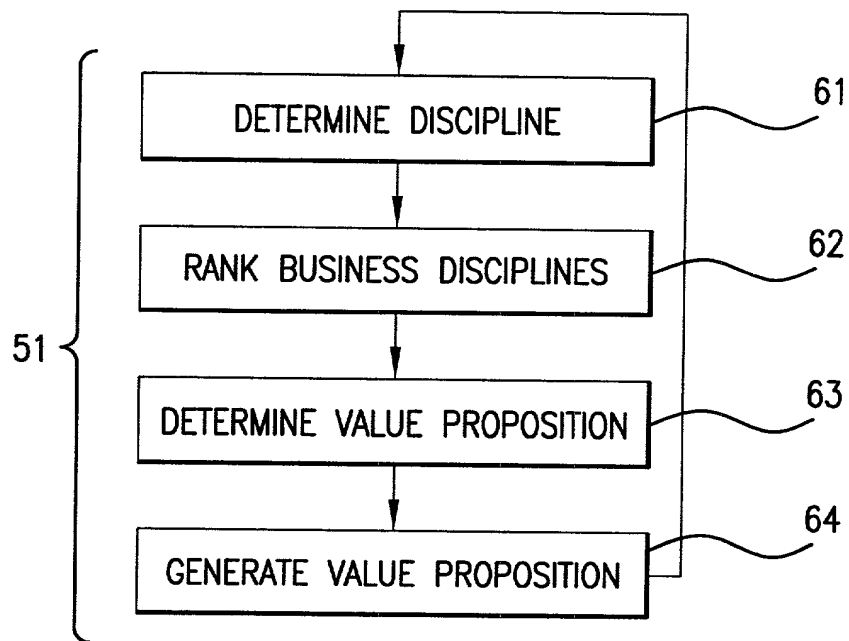


FIG.4

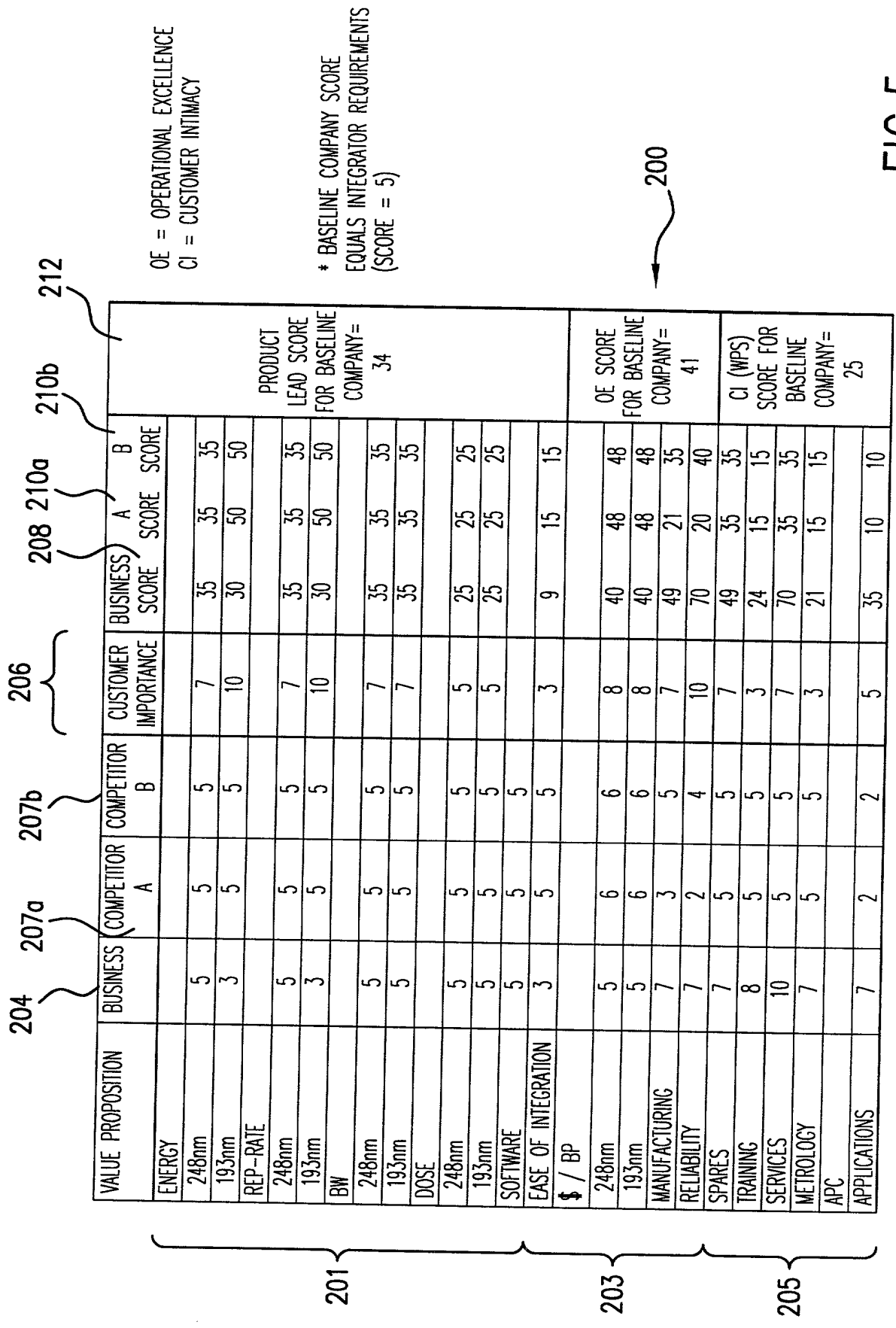


FIG.5

	PRODUCT LEAD		OE		CI	
	RANK	SCORE	RANK	SCORE	RANK	SCORE
BUSINESS	2	29	1	50	1	40
COMPETITOR A	3	34	3	34	3	22
COMPETITOR B	1	34	2	43	2	22

CUSTOMER IMPORTANCE	
PRODUCT LEAD	2
OE	1
CI	3

FIG.6

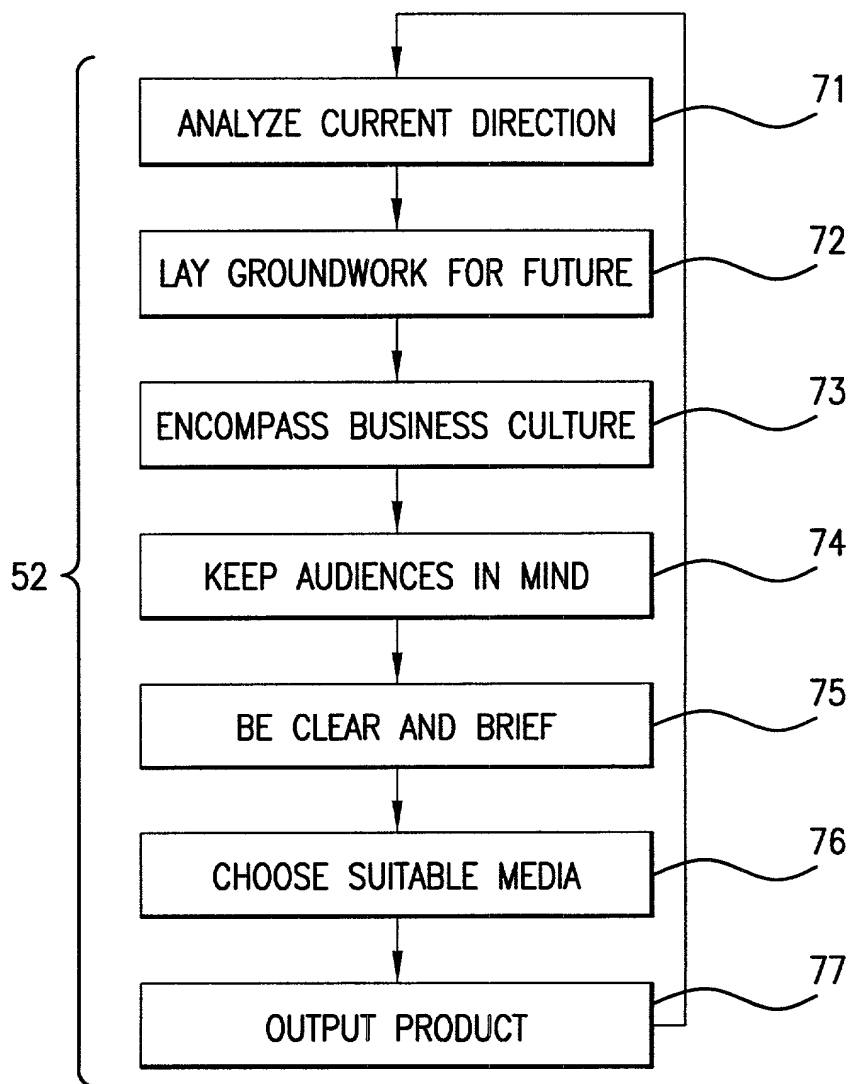


FIG.7

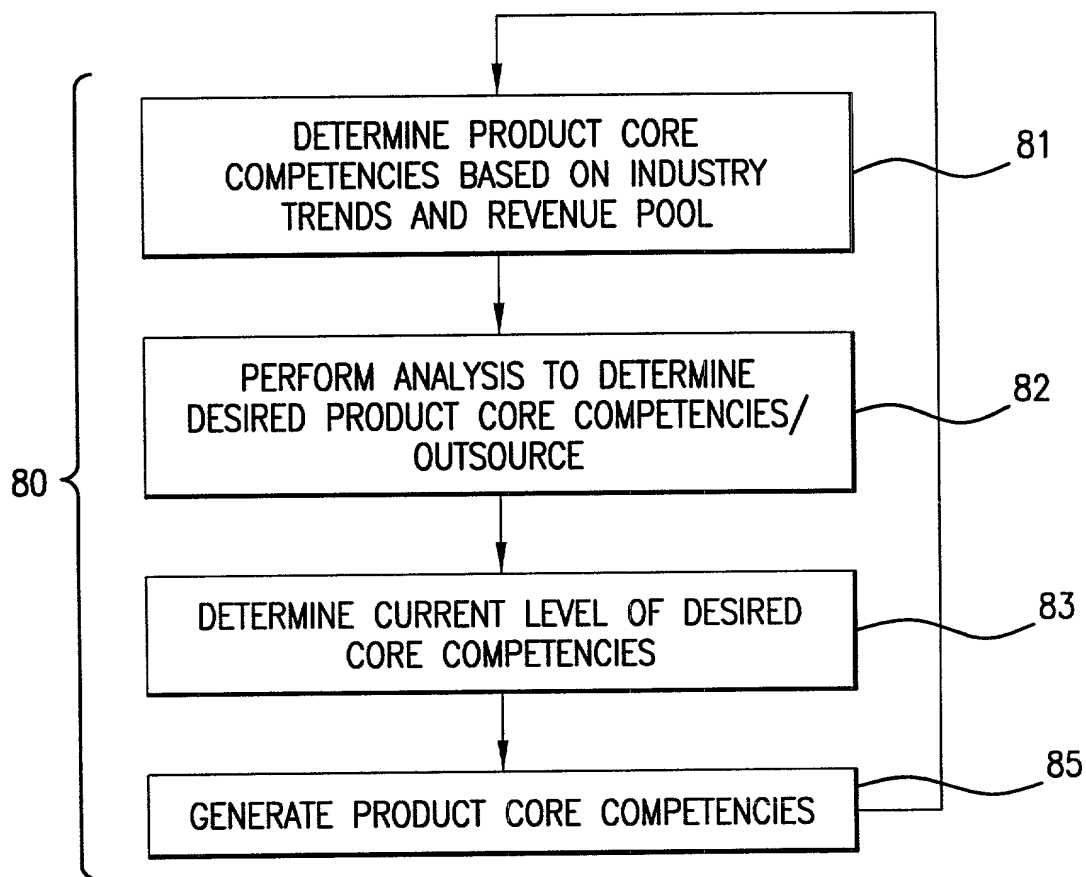


FIG.8

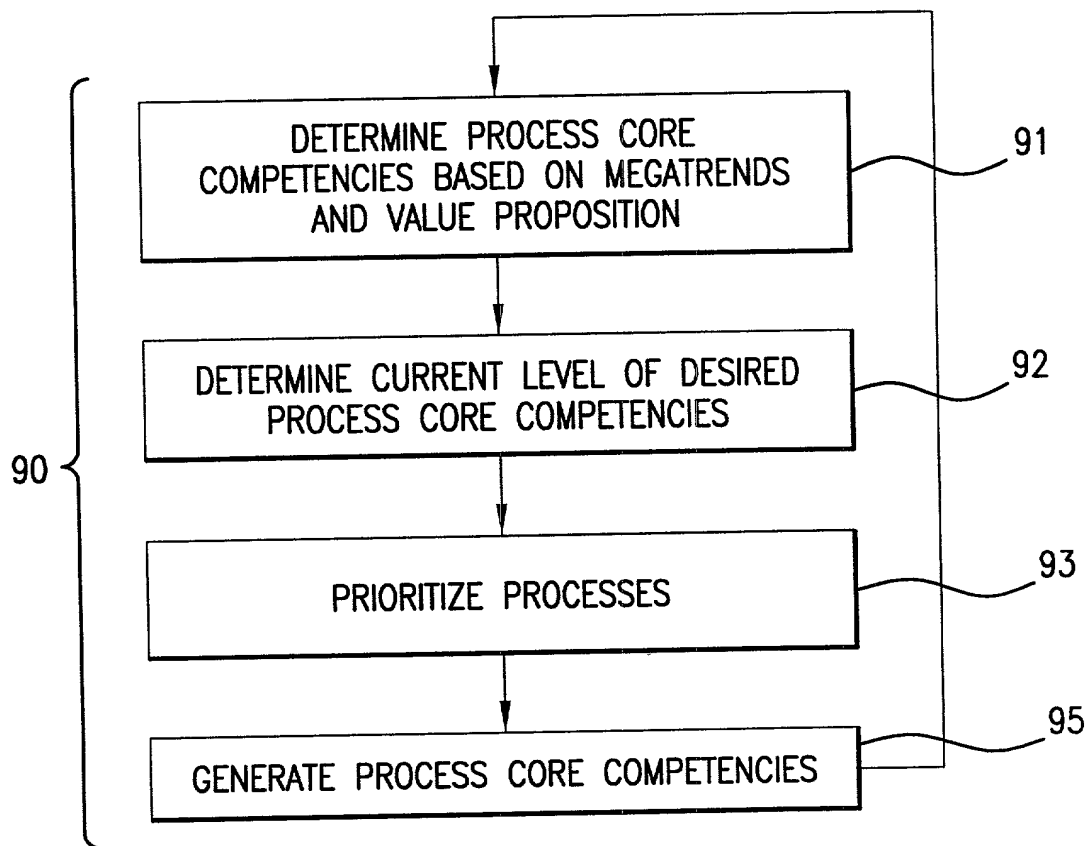


FIG.9

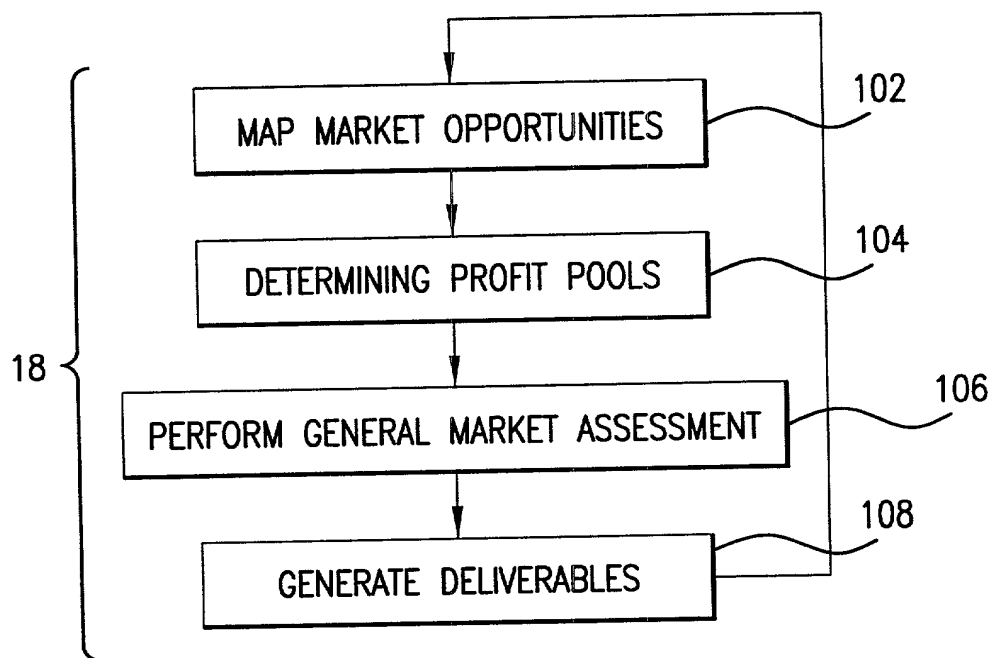


FIG.10

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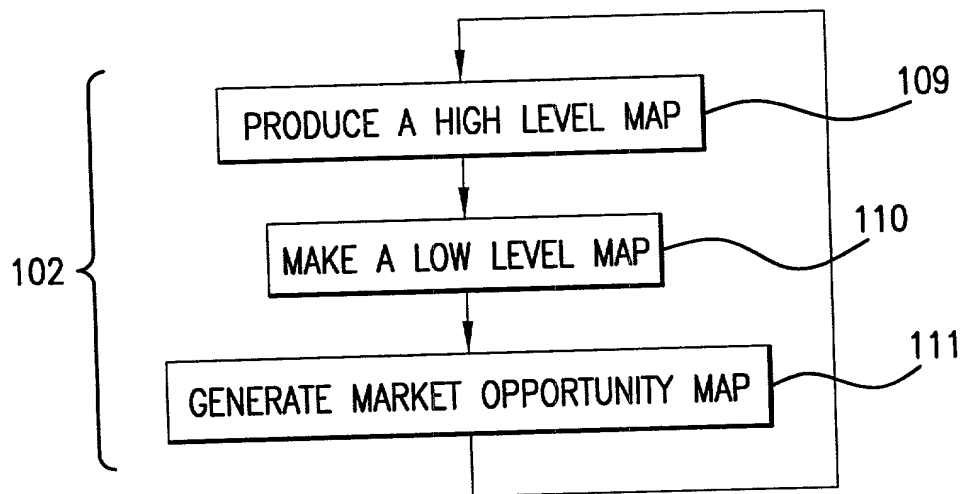


FIG.11

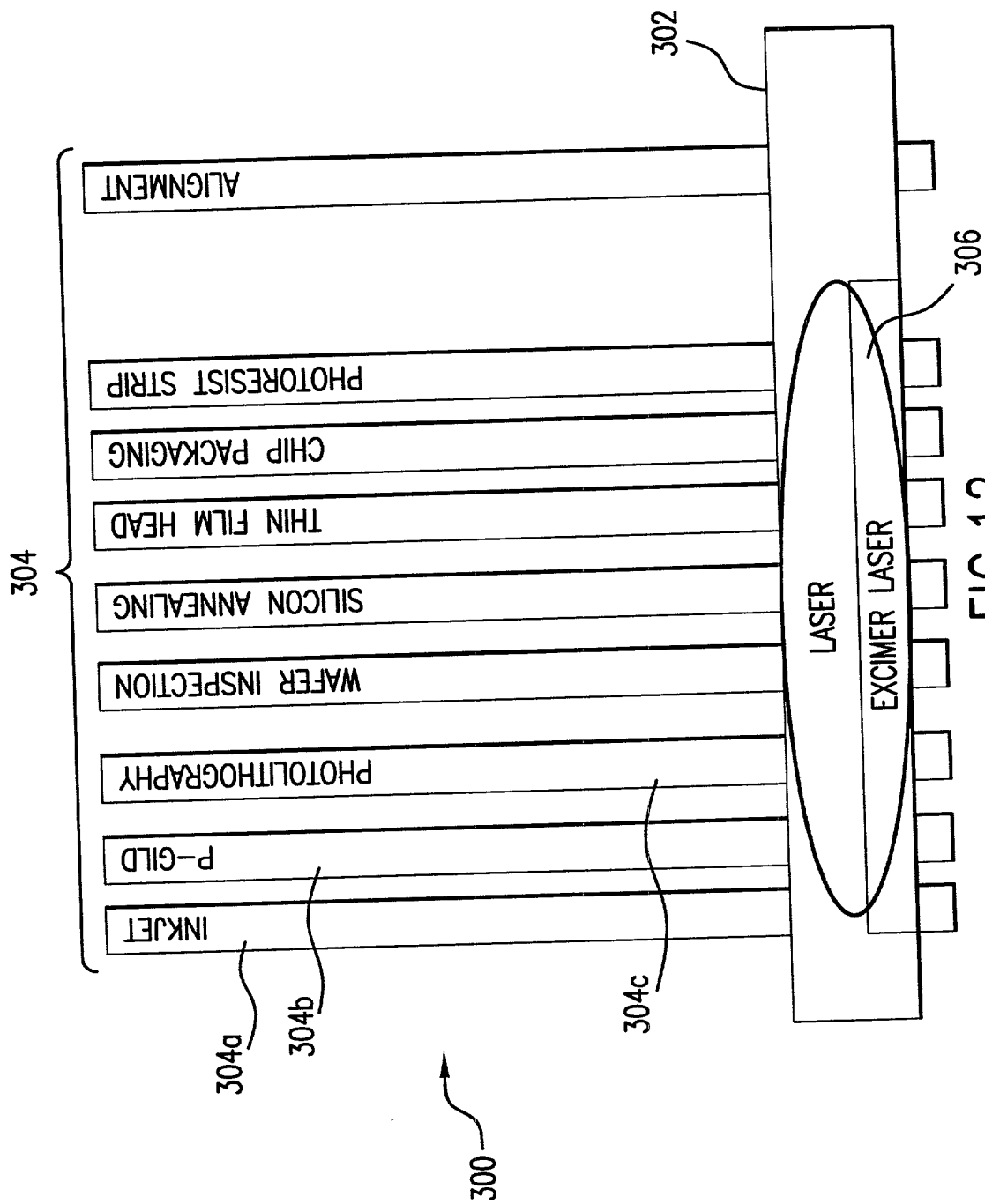


FIG.12

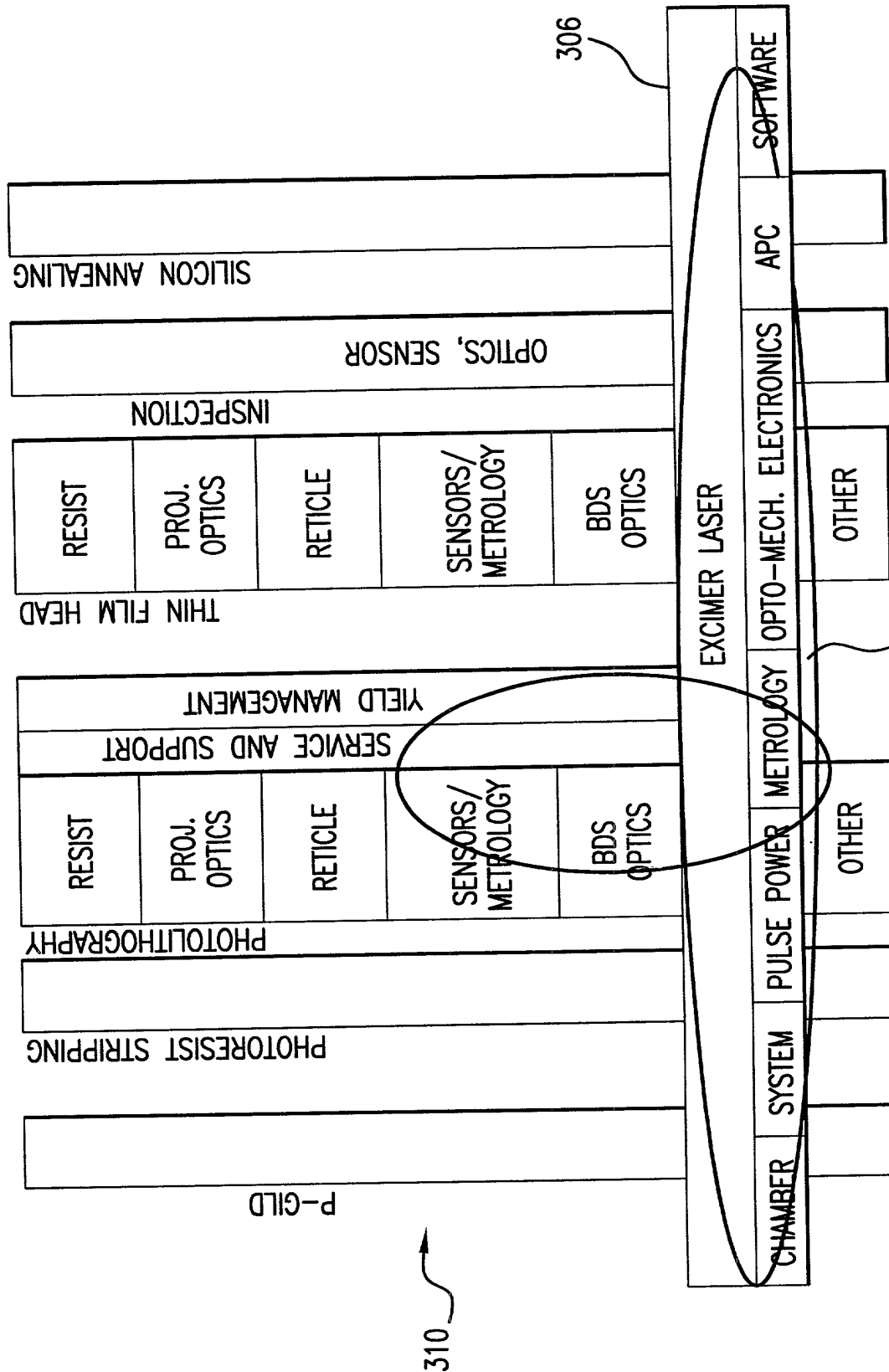


FIG.13

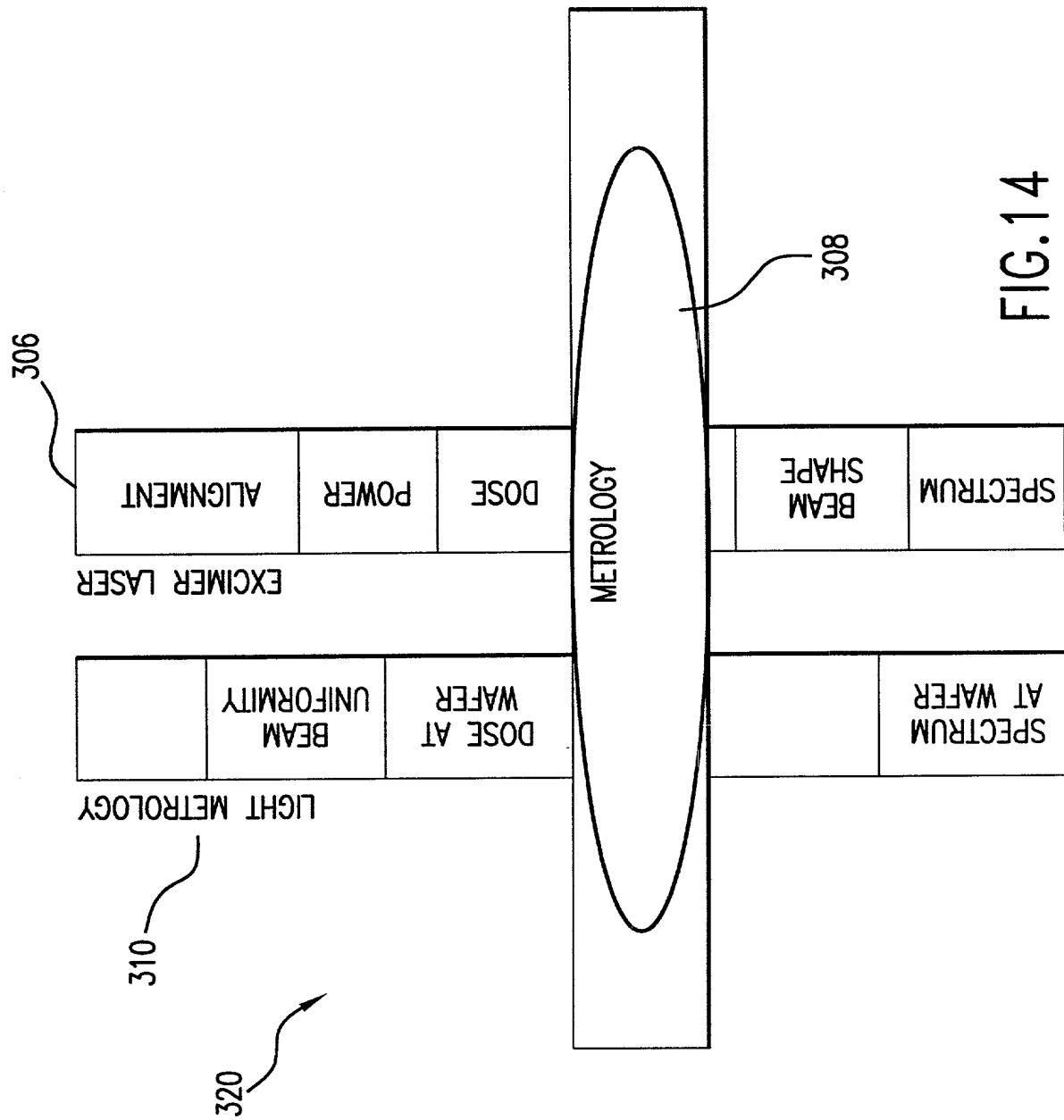


FIG. 14

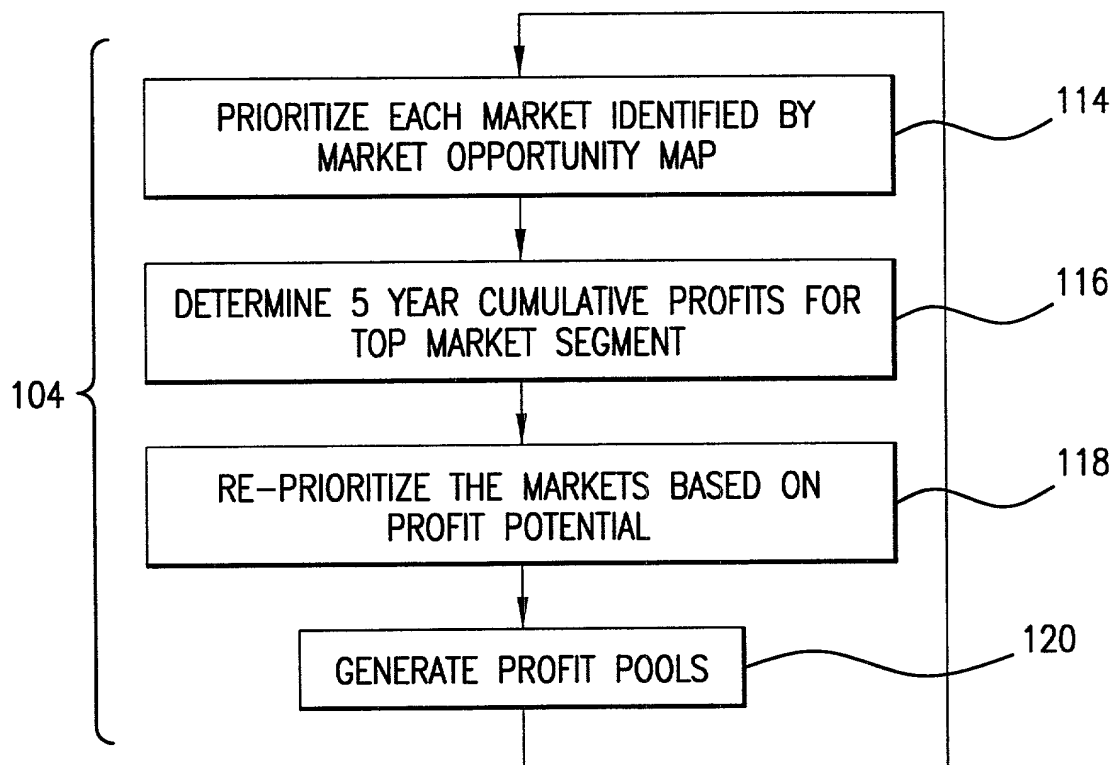


FIG.15

MARKET ASSESSMENT CHECKLIST	
MISSION STATEMENT	
PROPOSED PROGRAM TEAM	
MARKET OVERVIEW	
MARKET DEFINITION (WHAT, WHY)	
MARKET CONDITIONS	
MARKET GROWTH (CAGR)	
MARKET MATURITY LEVEL	
PLAYERS AND TECHNOLOGIES	
PROFILE OF TOP 10	
TOTAL NUMBER	
CUSTOMERS (AND ENDUSERS, IF APPLICABLE)	
TOTAL NUMBER	
NEGOTIATING POWER	
MARKET PROFILE BY GEOGRAPHY	
BARRIERS TO ENTRY	
GENERAL MARKET IP LEVEL	
INITIAL CAPITAL COSTS	
ECONOMIES OF SCALE	
CUSTOMER'S COST OF SWITCHING TO NEW PRODUCT	
MARKET DYNAMICS	
MARKET VOLATILITY	
PAST CHANGES/SHIFTS IN THE INDUSTRY	
COMPLEMENTARY TECHNOLOGIES (INFRASTRUCTURE)	
OVERVIEW AND STRATEGY	
CURRENT STATUS	
BUSINESS STRATEGY	
POTENTIAL M&A TARGETS	
"MUST HAVE ATTRIBUTES"	
"NICE TO HAVE ATTRIBUTES" PRIORITIZATION	
PROS AND CONS	
PATENT PORTFOLIO	
GOALS AND OBJECTIVES	
MARKET COMPETITION	
COMPETITOR'S ANALYSIS	
COMPETING TECHNOLOGIES	
PORTER ANALYSIS OF THE MARKET	
MARKET FORECAST (5 YEARS CUMULATIVE)	
ASSUMPTIONS	
TIMING OF INTRODUCTION	
MARKET REVENUE FORECAST	
RISK ASSESSMENT	
RECOMMENDATIONS	

400

FIG.16

PORTER ANALYSIS: PRODUCT A			0.4		
THREAT OF NEW ENTRANTS (-2,-1,0,1,2)	0.25	2 IS LOW	POWER OF SUPPLIERS (-2,-1,0,1,2)	0.5	2 IS LOW
ECONOMIES OF SCALE ARE	-1	2 IS HIGH	CONCENTRATION OF SUPPLIER	2	2 IS LOW
PRODUCT DIFFERENTIATION IS	2	2 IS HIGH	AVAILABILITY OF SUBSTITUTE	1	2 IS HIGH
CAPITAL REQUIREMENTS ARE	-1	2 IS HIGH	IMPORTANCE OF CUSTOMER TO THE SUPPLIER IS	-2	2 IS HIGH
SWITCHING COSTS ARE	2	2 IS HIGH	DIFFERENTIATION OF SUPPLIER'S PRODUCT & SERVICE	0	2 IS LOW
BUSINESS' CONTROL OF DISTRIBUTION CHANNEL IS	2	2 IS HIGH	SWITCHING COSTS OF THE BUYER	0	2 IS LOW
BUSINESS' PROPRIETARY KNOWLEDGE IS	2	2 IS HIGH	THREAT OF FORWARD INTEGRATION	2	2 IS LOW
BUSINESS' ACCESS TO RAW MATERIALS IS	-2	2 IS HIGH			
BUSINESS' ACCESS TO GOVERNMENT SUBSIDIES IS	-2	2 IS HIGH			
POWER OF BUYERS (-2,-1,0,1,2)	1.5	2 IS LOW	THREAT OF SUBSTITUTE PRODUCTS (-2,-1,0,1,2)	-1.0	2 IS LOW
CONCENTRATION OF BUYERS	2	2 IS LOW	PROFITABILITY OF SUBSTITUTE PRODUCT SUPPLIERS	-2	2 IS LOW
VOLUME OF PURCHASE	0	2 IS LOW	RATE OF IMPROVEMENT IN THEIR PRICE-PERFORMANCE	0	2 IS LOW
PRODUCT DIFFERENTIATION OF SUPPLIERS	2	2 IS HIGH			
THREAT OF BACKWARD INTEGRATION	2	2 IS LOW			
KNOWLEDGE OF SUPPLIER'S COST STRUCTURE	2	2 IS LOW			
BUYER'S PROFITABILITY	1	2 IS HIGH			
IMPORTANCE OF SUPPLIER QUALITY TO FINAL PRODUCT	1	2 IS HIGH			
PERCENT COST SPENT OF SUPPLIER'S INPUT	2	2 IS LOW			
INTENSITY OF COMPETITIVE RIVALRY (-2,-1,0,1,2)					2 IS LOW
NUMBER OF COMPETITORS				2	2 IS LOW
INDUSTRY GROWTH RATE				2	2 IS HIGH
FIXED COSTS				-1	2 IS LOW
PRODUCT DIFFERENTIATION				1	2 IS HIGH
SWITCHING COSTS				1	2 IS HIGH
EXIT BARRIERS				1	2 IS LOW
STRATEGIC STAKES				-1	2 IS LOW

FIG.17

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NBD MA CHECKLIST: MARKET NAME	
MISSION STATEMENT	
PROPOSED PROGRAM TEAM	
MARKET OVERVIEW	
MARKET DEFINITION (WHAT, WHY)	
MARKET CONDITIONS	
MARKET GROWTH (CAGR)	
MARKET MATURITY LEVEL	
MARKET DRIVERS	
PLAYERS AND TECHNOLOGIES	
PROFILE OF TOP 10	
TOTAL NUMBER	
MARKET SHARE DIVISION	
CUSTOMERS (AND ENDUSERS, IF APPLICABLE)	
PROFILE OF TOP 10	
TOTAL NUMBER	
MARKET SHARE DIVISION	
VALUE PERCEPTIONS	
NEGOTIATING POWER	
MARKET PROFILE BY GEOGRAPHY	
BARRIERS TO ENTRY	
GENERAL MARKET IP LEVEL	
INITIAL CAPITAL COSTS	
LEARNING CURVE	
ECONOMIES OF SCALE	
CUSTOMER'S COST OF SWITCHING TO NEW PRODUCT	
PRICING	
PRODUCT PRICE	
PRICE DIFFERENTIATION	
PRICE ELASTICITY	
COST	
FIXED	
VARIABLE	
MARKET DYNAMICS	
MARKET VOLATILITY	
PAST CHANGES/SHIFTS IN THE INDUSTRY	
COMPLEMENTARY TECHNOLOGIES (INFRASTRUCTURE)	
OVERVIEW AND STRATEGY	

CONTINUED ON
FIG.18B

FIG.18A

420

CONTINUED FROM
FIG.18A

CURRENT STATUS	
BUSINESS STRATEGY	
POTENTIAL M&A TARGETS	
"MUST HAVE ATTRIBUTES"	
"NICE TO HAVE ATTRIBUTES" PRIORITIZATION	
PRE-M&A CHECKLIST	
PRODUCT STRATEGY	
DETAILED PRODUCT FUNCTIONALITY	
PRELIMINARY PERFORMANCE SPEC	
TECHNICAL C&F STUDIES	
PRODUCT PRICE	
SALES AND DISTRIBUTION CHANNELS	
PROS AND CONS	
PATENT PORTFOLIO	
GOALS AND OBJECTIVES	
MARKET AND COMPETITION	
COMPETITORS ANALYSIS	
COMPETING TECHNOLOGIES	
PORTER ANALYSIS OF THE MARKET	
MARKET FORECAST (5 YEARS CUMULATIVE)	
ASSUMPTIONS	
TIMING OF INTRODUCTION	
MARKET UNITS FORECAST BY YEAR	
MARKET REVENUE FORECAST	
POTENTIAL CYMER MARKET SHARE BY YEAR	
RESOURCE REQUIREMENTS	
FINANCIAL ANALYSIS	
CUMULATIVE INVESTMENT (5 YEARS)	
CUMULATIVE REVENUE (5 YEARS)	
CUMULATIVE PROFIT (5 YEARS)	
PAYBACK TIME	
IRR	
NPV	
RISK ASSESSMENT	
SCENARIO ANALYSIS (BEST/WORST OUTCOME)	
RECOMMENDATIONS	

FIG.18B

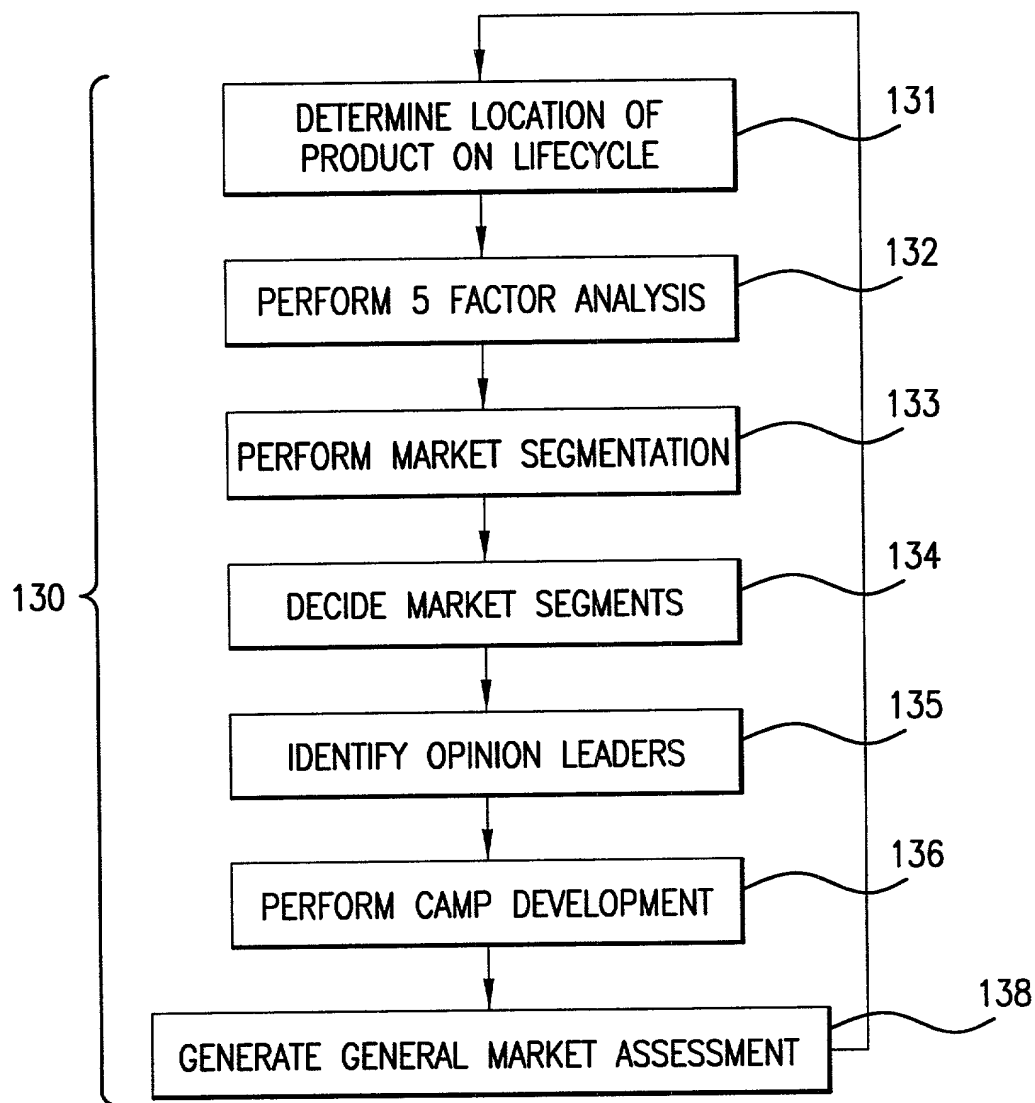


FIG.19

MUST HAVE										
COMPANIES	DESIRED CORE COMP. LINK	AVAILABILITY	VISION	CULTURAL FIT					POTENTIAL MKT. LEADER	ST GAIN
				INTEGRITY	DRIVE FOR INNOVATION	TEAMWORK	PASSION TO SUCCEED	BALANCE THROUGH HUMOR		STRATEGIC IMPORTANCE
COMPANY A	✓	MAYBE	✓	MAYBE	MAYBE	MAYBE	MAYBE	MAYBE	✓	
COMPANY B	✓	✓	MAYBE	MAYBE	MAYBE	MAYBE	MAYBE	MAYBE	✓	
COMPANY C	✓	✓	MAYBE	MAYBE	✓	MAYBE	✓	MAYBE	✓	
COMPANY D	✓	X	MAYBE	MAYBE	MAYBE	MAYBE	MAYBE	MAYBE	MAYBE	
COMPANY E	✓	X	MAYBE	MAYBE	MAYBE	MAYBE	MAYBE	MAYBE	✓	
COMPANY F	✓	✓	MAYBE	MAYBE	MAYBE	MAYBE	MAYBE	MAYBE	MAYBE	
COMPANY G	✓	✓	MAYBE	MAYBE	MAYBE	MAYBE	MAYBE	MAYBE	MAYBE	
COMPANY H	✓	✓	MAYBE	MAYBE	MAYBE	MAYBE	MAYBE	MAYBE	MAYBE	
COMPANY I	✓	✓	MAYBE	MAYBE	MAYBE	MAYBE	MAYBE	MAYBE	MAYBE	
COMPANY J	✓	✓	X	MAYBE	MAYBE	MAYBE	MAYBE	MAYBE	MAYBE	
COMPANY K	✓	MAYBE	MAYBE	MAYBE	MAYBE	MAYBE	MAYBE	MAYBE	MAYBE	

500

510

FIG.20

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COMPANIES	NICE TO HAVE	
	GEOG. PROXIMITY	LT GAIN
		IRR>30%
COMPANY A	X	MAYBE
COMPANY B	X	MAYBE
COMPANY C		MAYBE
COMPANY D	X	MAYBE
COMPANY E	X	MAYBE
COMPANY F	✓	MAYBE
COMPANY G	X	MAYBE
COMPANY H	✓	MAYBE

520

FIG.21

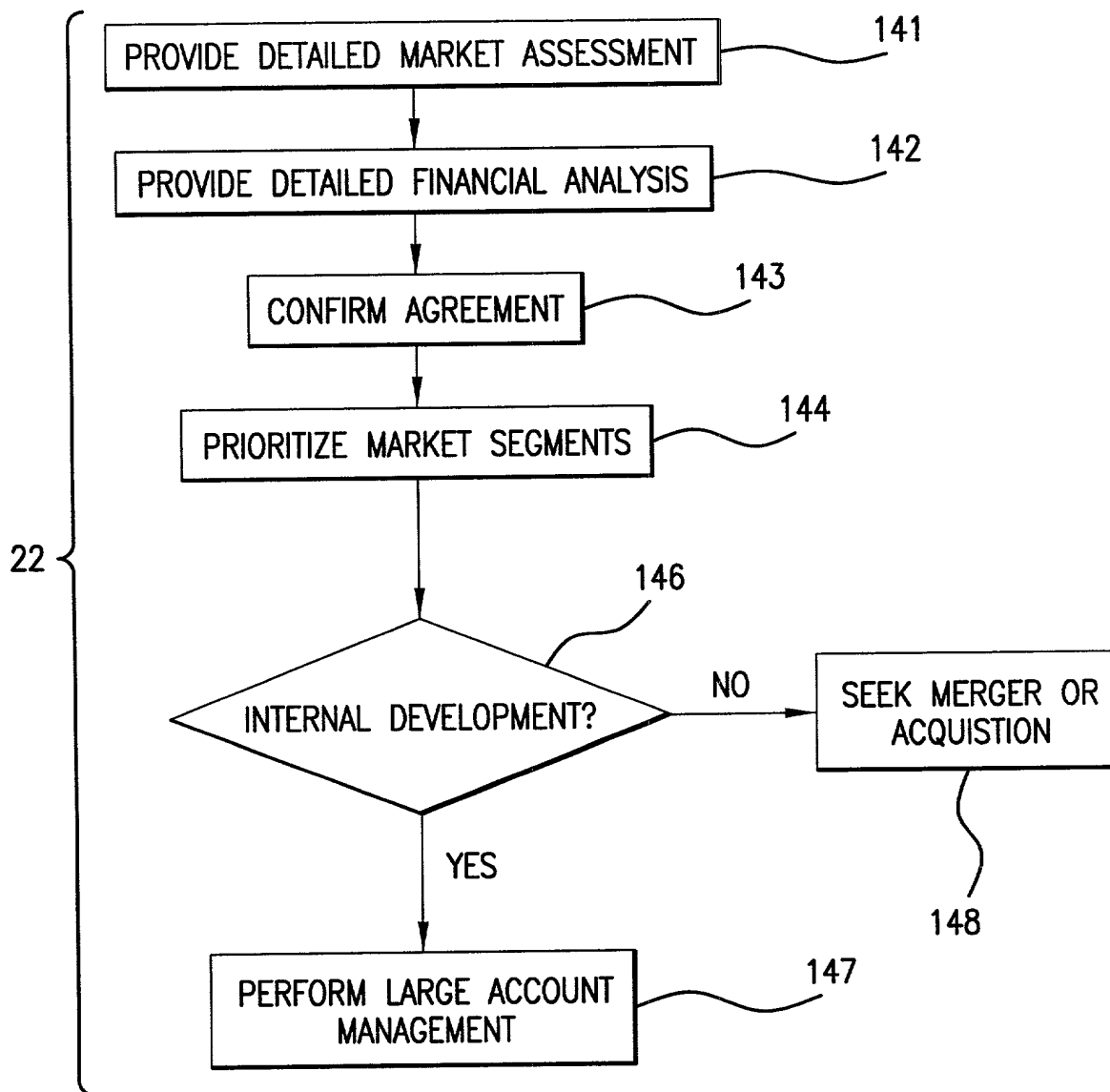


FIG.22

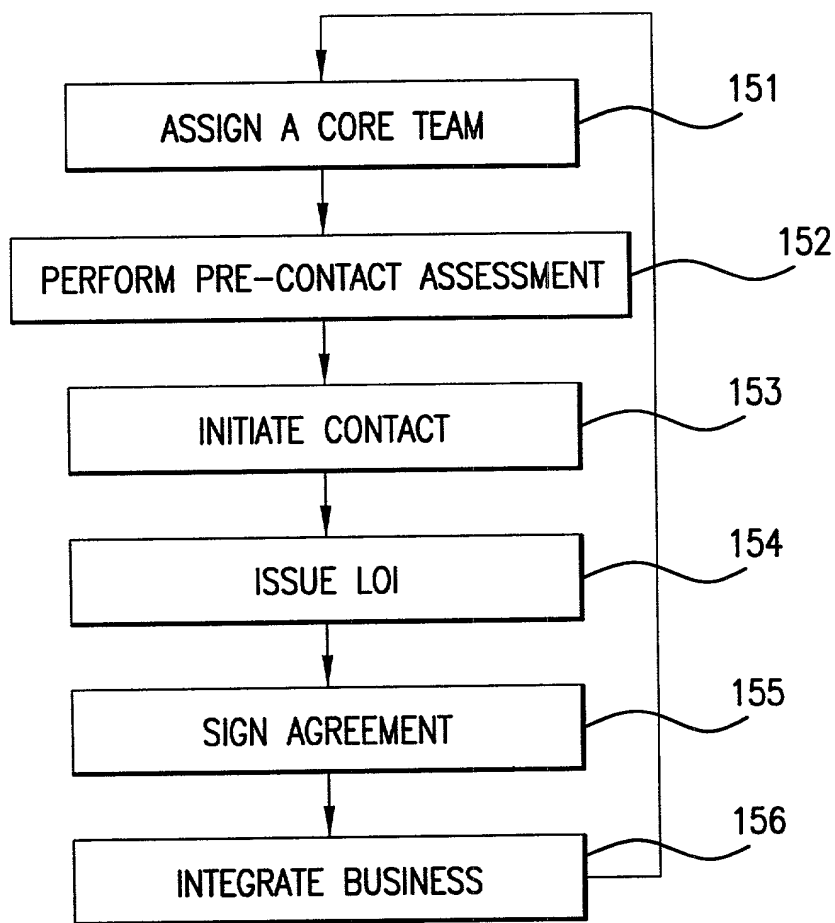


FIG.23

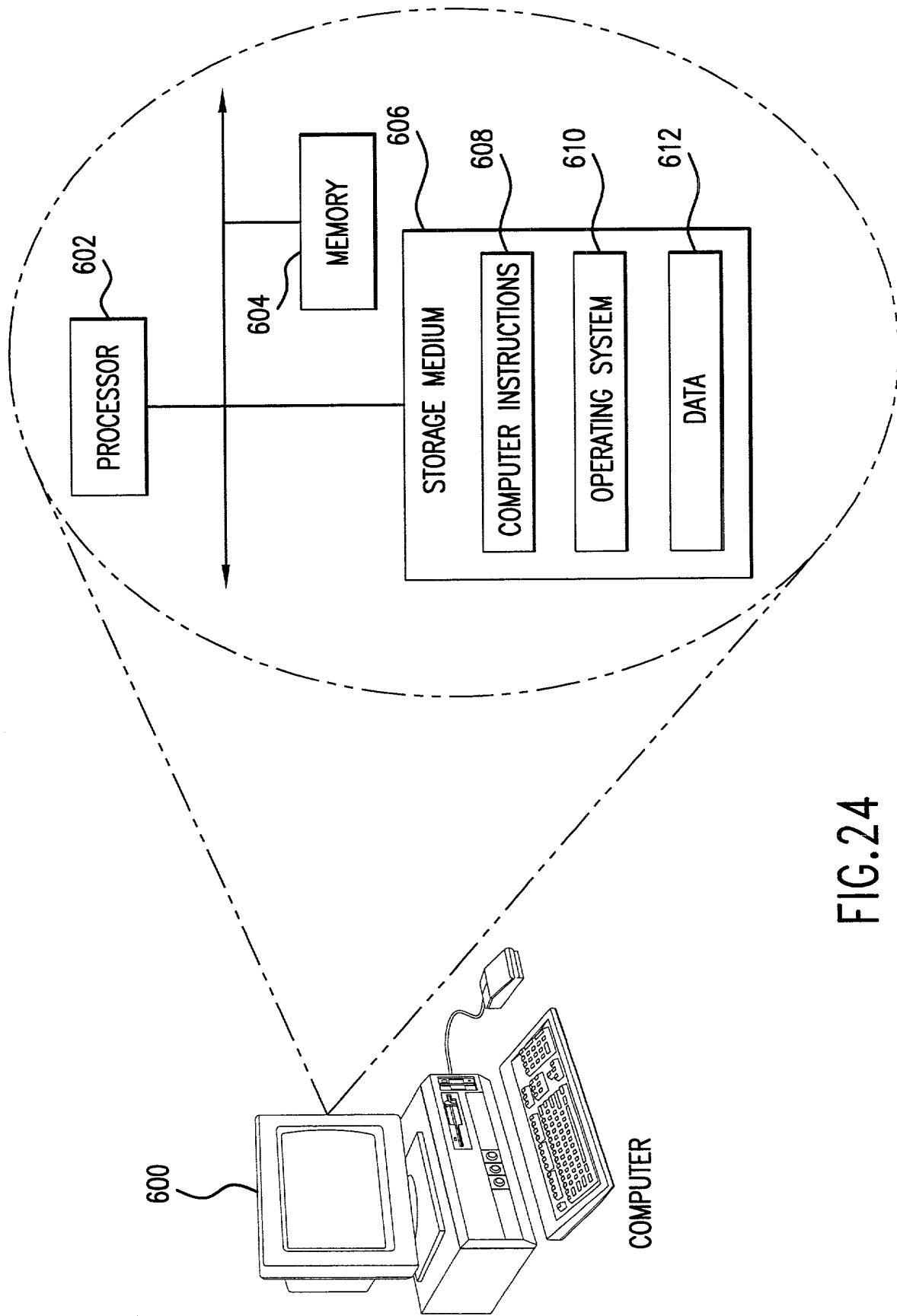


FIG.24

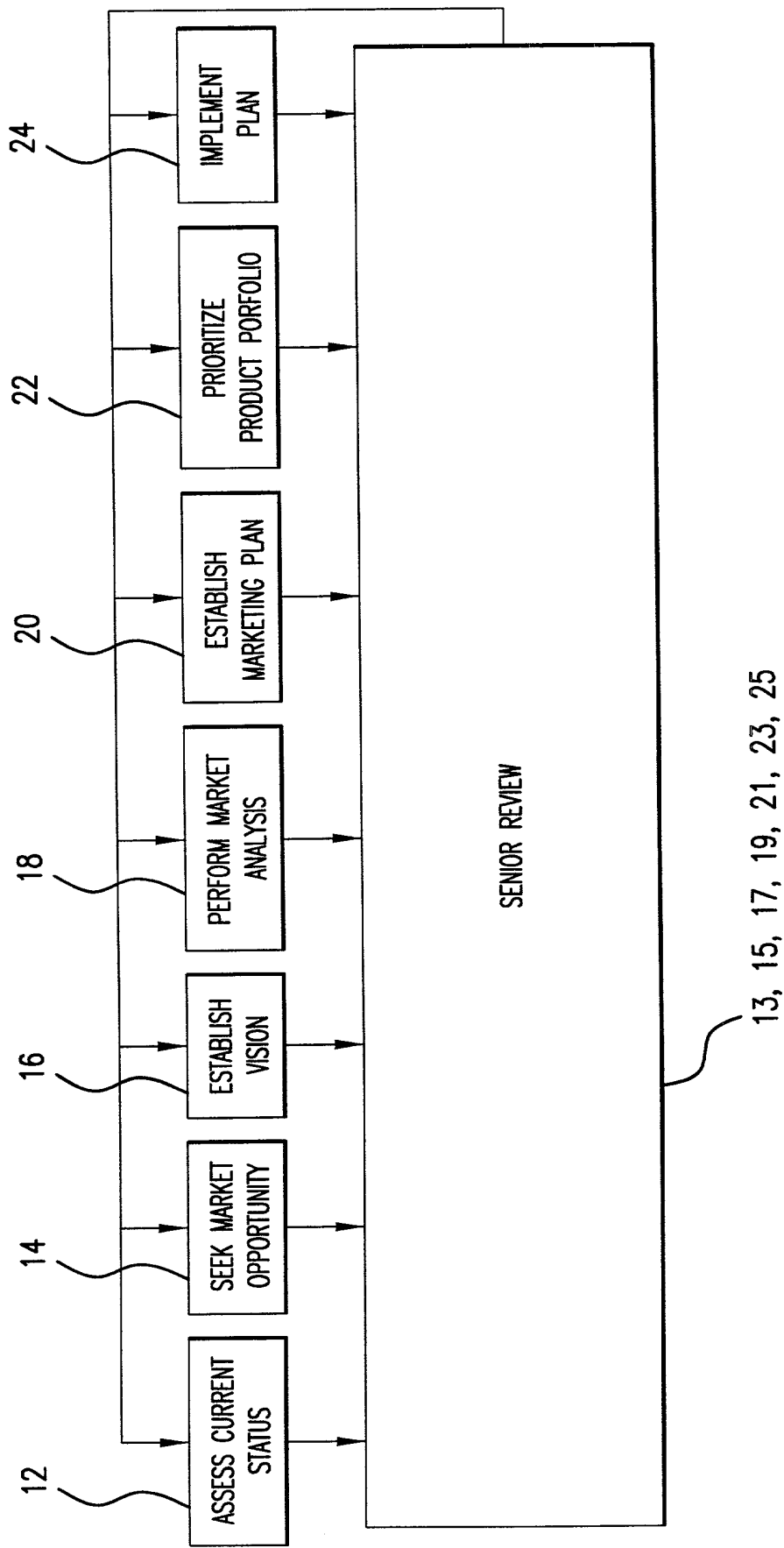


FIG.25